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Industry Training and Apprenticeship Commission Annual Report: Fiscal Year 1999/2000

Report to the Honourable Graeme Bowbrick, Minister of Advanced Education, Training and Technology and the Honourable Joy MacPhail, Minister of Labour

LINKING LEARNING AND WORK

ITAC

Industry Training and Apprenticeship Commission

www.itac.gov.bc.ca

Submitted by the
Industry Training and Apprenticeship Commission
June 30, 2000

Strengthening Partnerships

Industry Training and Apprenticeship Commission
1999-2000 ANNUAL REPORT

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MESSAGE FROM THE CHAIR

Partnerships address issues of the new millenium

This annual report presents clear evidence that ITAC makes a real difference for the economy and people of British Columbia by bringing business, labour, education and government together on labour market issues.

Since the Commission's founding in late 1997, its accomplishments include greater numbers of apprentices, workers in upgrading programs and more participation by youth and under-represented groups. As well, ITAC has introduced programs to prepare workers for careers in the new economy.

Still, as our understanding grows about what is required to develop the skilled workforce our province needs to compete globally, we realize that greater challenges lie ahead.

A serious shortage of skilled technical and trades personnel could put our economy in crisis within five years unless we take steps to ensure an adequate supply of such workers. That warning comes from "Work-Based Training/A Key to BC Prosperity", a paper written this spring by Roslyn Kunin and Paul Gallagher.

They describe more than a simple transition from a resource and manufacturing economy to one of service. Rather, it is a crossover from an industrial to a knowledge-based economy, in which resources and manufacturing and services are each important and increasingly interdependent.

Analyzing B.C.'s demographics, it should be no surprise to find an aging workforce. But what is startling is the large number retiring soon from so many key trades and the relatively small number of young people to replace them. By 2005, employers across the province will need to fill more than 250,000 jobs requiring workers with formal training outside university and other academic settings.

Further compounding the problem are demands for skilled workers in newer sectors such as aerospace, the film industry and biotechnology and, as technology evolves, the need to upgrade the skills of workers already in the work force.

If we are to keep pace, the collaborative approach taken at ITAC's board table must extend to all stakeholders: employers, labour, youth, teachers, counsellors and parents. I am encouraged by the cooperation we have received to date, and I urge all British Columbians to play an active part.

That approach inspires this report's "partnership" theme, as we deal with the labour market issues of the new millenium. One example is the large proportion of young British Columbians leaving secondary school with little or no post-secondary education. I am pleased by ITAC's development of work-based learning programs to help them secure well-paying jobs and lasting careers.

On behalf of the Board of Directors, I wish to thank CEO Kerry Jothen and the entire ITAC team for making so much progress over the past year. I also want to recognize the support and increased funding received from the provincial government for our important work.

[SIGNATURE]

DALE PARKER
ITAC Chair

1999-2000 BOARD OF DIRECTORS

Partners: business–labour–education–government

DALE PARKER, *Chair*
GERRY ARMSTRONG, *B.C. Ministry of Advanced Education, Training and Technology*
MARG ARTHUR, *B.C. Ministry of Labour* (term ended September, 1999)
BERNICE BENEKRITIS, *Telus Communications Inc.*
DARCY BILN, *International Brotherhood of Electrical Workers, Local 213*
DAN BRADFORD, *B.C. Government & Service Employees' Union*
ALLAN BRUCE, *International Union of Operating Engineers Training Plan*
JUDY CAVANAGH, B.C. Ministry of Women's Equality (term began July, 1999)
KATHY CONROY, *College-Institute Educators Association*
JOHN DAVIES, Consultant**
BRIAN GILLESPIE, *B.C. Institute of Technology*
KATHRINE GOMEZ, *Pacifica Papers, Inc.*
DAVID HUGHES, *Sierra Systems Consultants Inc.*
KERRY JOTHEN, *ITAC (ex-officio director and Chief Executive Officer)*
TAJ KASSAM, *Sandman Hotels and Inns*
ARLENE KEIS, Avcorp Industries, Inc. **
WERNER KNITTEL, *Alliance of Manufacturers & Exporters–Canada*
JOY LANGAN, *Communications, Energy & Paperworkers Union of Canada*
TOM LOCKE, *HUB Consulting Services*
LINDA LOVE, *Malaspina University College*
VALERIE MITCHELL, *B.C. Ministry of Women's Equality* (term ended August, 1999)
CINDY MORTON, B.C. Ministry of Labour (term began September, 1999)
PETER NORRIS, *Provincial Council of Carpenters**
ALLAN OKABE, *Ganhada Management Group**
JOANNE QUIRK, *International Alliance of Theatrical Stage Employees Local 891*
DAVE ROBERTSON, *B.C. Construction Association*
LORI RUGGLES, *Telecommunications Workers Union*
KELLY SINCLAIR, *United Food & Commercial Workers Union*
BETTY TULLY, *Private Post-Secondary Education Commission*
GARY WARREN, *Canadian Auto Workers Local 2301*

**Term ended November 1999*
***Term began December 1999*

CHIEF EXECUTIVE OFFICER'S MESSAGE

Building on success

This report marks the second full year of operations for ITAC. We have completed much as an organization over the last year and our achievements provide a solid foundation to buiid upon.

I am pleased to report that we met virtually all measurable targets for 1999 – 2000. This keeps ITAC on track with our three part mission outlined in last year's report, and on target in achieving the long-term goals set by the Board through 2005-06.

An important piece of our success this year was in not only meeting, but exceeding our overall expansion target by implementing 2,300 more training spaces across the province. These spaces represent an 11 per-cent increase overall and an increase in every program area and encompass a broad spectrum – formal work-based training in both traditional and emerging industries, skills upgrading for workers already in the labour force and programs introducing secondary school students to trades and technical careers.

We completed a reform of the Trade Advisory Committee system, a huge undertaking, but a successful one. We have also started to increase the public awareness of the need for trades and technical training in relation to BC's economic future.

In addition, although we still have a long way to go, we were able to almost double the representation of women in under-represented group projects this year. In coming years, ITAC will continue working and partnering with business, labour, education and government to bring the proportion of work-based training held by under-represented groups – women, aboriginal people, visible minorities and people with disabilities – in line with their share of the provincial population.

Building on the long-term developmental process started last year, ITAC's Board updated our strategic plan and, looking ahead, set four strategic priorities for ITAC:

- **Awareness of ITAC and its programs**: It is critically important for ITAC to increase awareness among K-12 students and youth and those who influence them such as peers, parents, teachers and media; and among employers.

- **Engaging the high technology sector**: ITAC needs to respond to the opportunities and need in the high technology sector, as part of a broader strategy of responding to the needs of growing sectors of the economy where training and certification can address skill shortages.

- **Speed of response and flexibility**: ITAC needs to facilitate more flexible, accessible training through new delivery methods, innovative training models and curriculum revisions. Internally, the Commission needs to speed up decision cycles, update its business practices and respond quickly to trends and opportunities.

- **Funding**: ITAC needs to increase its share of government funding but also reduce its exclusive reliance on government funding by pursuing alternate funding options and cost-efficiencies.

As part of this planning process, at the end of this year, we completed and finalized our first Business Plan. This plan will be used by ITAC as a blueprint to pursue our long-term goals and strategic priorities.

ITAC's programs form an integral component of the Province's broad education and training system. In this regard, our partnership with the provincial government is essential to the success of ITAC and we recognize and acknowledge the continued support of the Ministers of Advanced Education, Training and Technology and Labour, and their staff.

There are many challenges and changes ahead, and with this comes opportunity for ITAC. I am confident that our staff will meet these challenges with enthusiasm. They are true professionals and it is my pleasure to work with them.

I would also like to thank the Board and our stakeholders for their continued dedication, commitment and support. As we look toward the future, their vision and direction will guide ITAC in continuing to achieve and exceed its goals.

[SIGNATURE]

KERRY JOTHEN
ITAC CEO

ITAC'S STRATEGIC PLAN

A blueprint to meet long-term training challenges

The ITAC Board convened in the fall of 1999 to assess progress in meeting the five challenges spelled out by the long-term strategic plan developed the previous year by the ITAC Board.

The commission's governing body noted that most measurable objectives were met by the end of 1999-2000. ITAC funded over 23,000 training spaces and achieved significant increases in spaces for secondary school students, under-represented groups, skills upgrading and new forms of industry training.

As well, developments in the province's labour market led the Board to fine-tune the long-term plan. The directors designated four priority areas as outlined in the CEO's message, and that decision led to development of the following 11 strategic objectives for 2000-01.

Increase the value and status of trades and technical careers among British Columbians

- Generate more media coverage and awareness of ITAC and its objectives
- Increase exposure by kindergarten-through-Grade-12 students and other youth to trades and technical careers
- Initiate an annual Industry Training and Apprenticeship Conference
- Implement an annual "Excellence in Work-Based Training Awards" program
- Launch a new website targeting youth and employers

Respond to the work-based training needs of key industry growth sectors

- Increase ITAC training spaces by from 23,000 to more than 25,000
- Develop and deliver work-based programs in four new trades/occupations
- Implement the results of a B.C. Technology Industries Association-ITAC Task Force for work-based training and credentialing in high technology sector
- Develop new training models responding to small business training needs

Use more-accessible delivery models to expand the amount of work-based training

- Develop an inventory of innovative delivery models in existing trades
- Convert parts of three existing trades programs to on-line training
- Implement a business re-engineering plan for major transformation of delivery of ITAC-sponsored training
- Complete two new distance-learning projects with the Open Learning Agency and other institutions

Maximize the return on investment of work-based training programs

- Complete the first phase of an interface review of Entry-Level Trades Training (ELTT) and apprenticeship
- Increase utilization of ELTT and apprenticeship spaces

Increase the share of public education and training funding allocated to work-based training

- Increase the share of public post-secondary funding going to work-based training
- Increase by one-third, the amount of growth funding for new training spaces, from 300 to 400 full-time-student equivalents
- Develop a joint ITAC/college and institute submission to government on expanded facilities, capital equipment and curriculum funding

Utilize alternative funding models and sources

- Complete a policy discussion paper on "Financing Work-based Training"
- Implement Board decisions on financing options
- Develop ITAC product marketing and revenue strategies

Increase ITAC's capacity for marketing trades and technical careers

- Increase ITAC's capacity for marketing, including implementing regional ITAC marketing functions and plans
- Develop and implement an ITAC multi-stakeholder marketing strategy

Increase continuous learning for workers in trades and technical careers

- Expand Skills Upgrading Program spaces by 40 per cent, from 3,000 to 4,200 and increase access by workers in new occupations and sectors
- Implement an ITAC Prior Learning Assessment and Recognition strategy

Increase in trades and technical careers the proportion of Under-Represented Groups (URG), aboriginal persons, persons with disabilities, members of visible minorities, women and youth

- Increase the number of URG training spaces in pilot projects to 530
- Increase Secondary School Apprenticeship spaces by 40 per cent, from 500 to 700
- Implement "Women in Apprenticeship" strategies in three existing trades

Influence public policy and program initiatives related to ITAC's mandate

- Obtain funding from provincial government youth envelope for new ITAC exploratory program and increase linkages with other government programs
- Implement Public Sector Apprenticeship Strategy

Create a flexible, responsive administration system for work-based training

- Streamline the trade certification process
- Enhance ITAC's program development system
- Implement an ITAC Accountability and Reporting Framework
- Make recommendations to government on ITAC operating flexibility

Strategic planning to overcome five challenges

With last year's creation of 2,300 new training spaces provincially, ITAC took a big step toward achieving a broad goal of ITAC's long-term strategic plan – to move from serving 20,000 apprentices and other students annually to providing work-based training to 50,000 people annually by 2005-06.

This is just part of a long term strategic plan developed in 1998-99. At the time, the Board identified five challenges to be overcome in maintaining and improving British Columbia's industry training and apprenticeship system.

Last year, the Board confirmed these challenges in the latest update of its strategic plan.

Challenges of *LABOUR MARKET DEMAND*
To enhance awareness, access and commitment to work-based training among industries and employers, and to encourage more industries and employers to create opportunities for industry training and apprenticeship

Challenges of *LABOUR MARKET SUPPLY*
To enhance awareness and access for young people, under-represented groups and unemployed workers, and to interest more British Columbians in accessing industry training and apprenticeship opportunities

Challenges of *FUNDING AND RESOURCES*
To maximize the efficient and effective use of existing and new industry training and apprenticeship resources, and to foster investment and support from employers, workers and government for training programs

Challenges of *PROGRAM DESIGN AND DELIVERY*
To ensure efficient, effective client-responsive programs, and to deliver more programming closer to home with greater flexibility, while maintaining quality and standards

Challenges of *COMMUNICATIONS AND MARKETING*
To increase "top of mind" awareness of ITAC programs and systems and ensure that industry training and apprenticeship is recognized as integral to the overall B.C. post-secondary education and training system, and that these programs are routinely considered when industry, government and training institutions identify needs and opportunities.

ITAC MILESTONES

Noteworthy accomplishments

Work-based training programming, administrative and other ITAC fundamentals are covered elsewhere in this annual report for 1999-2000. But this is a short list of the year's activities that are especially noteworthy.

GROWTH AND RENEWAL

- ITAC achieved a year-to-year increase of 11 per cent in the province-wide total of work-based training spaces
- A new advisory structure was implemented to solicit advice from industry and other stakeholders.
- Existing training programs were upgraded, including those for refrigeration mechanics and millwrights.

WORKPLACE DIVERSITY

- An under-represented-groups (URG) framework is being developed to guide ITAC efforts to increase participation in work-based training by people with disabilities, women, aboriginal people, visible minorities and others.
- Pilot programs across the province facilitated participation of almost 300 members of under-represented groups who completing these training programs.
- The Commission established the first of several advisory committees for different under-represented groups.

BUILDING RELATIONSHIPS

- Implementation of a more inclusive advisory structure saw the appointment of some 600 members to over 60 trade advisory committees (TACs) and 14 individuals to the ITAC Chair's Advisory Committee. The new system improved efficiency and accountability while assuring representation of business, labour and education. An example is a new meeting format that allowed all the TACs to produce 255 formal recommendations in eight days last fall, and ITAC planned to address more than 90 per cent of them by May 2000.
- Development was initiated on new strategic partnerships with the Open Learning Agency, Applied Science Technologists and Technicians of British Columbia and the British Columbia Institute of Technology.
- Maintaining its relationship with Skills Canada, ITAC sponsored regional- and provincial-level skills competitions across the province. This involved six weeks of competitions by secondary school students in fields like computers, industrial electronics, welding, carpentry and graphic arts. B.C. gold medal winners went on to a national event to select a Canadian team going to the World Skills Competition.

ITAC PROGRAMS

The heart of our business – training – is strong

The fundamentals, for ITAC, rest on a province-wide training network of diverse programs blending supervised on-the-job experience with technical or theoretical institutional instruction. Individually, those programs range over a variety of work-based learning situations — from giving secondary school students their first such opportunities...to qualifying apprentices for designated trades...to upgrading the skills of experienced workers.

All of that depends on partnerships. ITAC makes the system work by bringing together individual employers, unions and public and private educational institutions across the province.

With its partners' help, the commission took a 1999-2000 funding increase of 2.7 per cent and leveraged into 11 per cent more training spaces across the province. It meant 2,300 new spaces for British Columbians last year. The table below shows how different types of programs made use of last year's larger number of spaces.

Entry Level Trades Training Public college and institute programs providing basic theoretical and practical knowledge as pre-employment or pre-apprenticeship training for various trades	**1999-2000** 5,513 students[1]	**1998-99** 5,534 students
Apprenticeship Technical Training A combination of on-the-job training with individual employers and in-school technical instruction that leads to certification in designated trades, occupations or crafts. These programs are delivered by private and public institutions, primarily the latter.	**1999-2000** 12,762 apprentices	**1998-99** 12,891 apprentices
Specialized Industry Training New training models using work-based training.	**1999-2000** 1,598 workers	**1998-99** Not applicable
Secondary School Apprenticeship Work-based training for young people while they continue their high school studies	**1999-2000** 498 students	**1998-99** 398 students

[1] In 1999-2000, funding for 175 Entry Level Trades Training spaces was transferred to the Ministry of Advanced Education, Training and Technology. After this adjustment, funded spaces has increased in 1999-2000 by 154.

Skills Upgrading	1999-2000	1998-99
Programs allowing workers already certified in specific trades or occupations to upgrade for new methods and technologies	2,377 workers	1,658 workers

Under-Represented Groups	1999-2000	1998-99
Projects undertaken with business, labour and education to bring the proportion of work-based training held by under-represented groups — women, aboriginal people, visible minorities and others — in line with their share of the provincial population	289 participants	242 participants

OVERALL FISCAL-YEAR TOTALS	1999-2000	1998-99
All training categories combined	23,037 participants	20,723 participants

SUPPORTING PROGRAM AND SERVICE DELIVERY

The skill and knowledge gained by apprentices, students and workers from ITAC training depend on the efforts of commission staff and dozens of advisory committees made up of volunteers primarily from business, labour and education. During 1999-2000, their work included:

- Completion of curriculum projects in new Motion Picture & Theatre and Logbuilder programs and in traditional areas such as Automotive, Drywall, Electrical, Commercial Transport , Heavy Duty, Millwright, Piledriver & Bridgeworker, Graphic Arts, Food & Beverage Server and Baker.

- Finalizing Tech@Work, a seven-month certified training program to prepare A+ Certified Service Technicians, Microsoft Certified Professionals, Microsoft Office User Specialists and give all students business-management skills. Offered initially on southern Vancouver Island and the Lower Mainland, the program includes a paid, three-month job placement.

- Working with several government jurisdictions and immigrant community service providers and funding a pilot project to determine alternative assessment models for people with foreign trades credentials. On-going work focuses on self-assessment models and revised training delivery options.

- Funding a new Women in Trades and Technology program. Based at North Island College, it takes training out to remote Vancouver Island communities, rather than having the participants travel to a central location.

- In partnership with BCIT, MTU Maintenance-Canada Ltd., and the International Association of Machinists and Aerospace Workers, ITAC will provide 200 workers with cutting edge work-based and classroom training in aerospace maintenance.
- Co-sponsoring with the Operating Engineers (Local 115) Joint Apprenticeship and Training Plan a heavy equipment operator program targeting youth, women and aboriginals. The 14-week course included material on priority-setting, time-keeping and conflict resolution.
- Developing a review process for all ELTT and apprenticeship programs with a focus on the interface between them. Other issues considered include: completion rates, how many ELTT graduates move on to apprenticeships and the success rates of grads finding jobs in their fields or taking additional training. Two pilots of the new process are to evaluated in mid-2000.
- Supporting the entry of secondary school students into apprenticeships through $1,000 scholarships. In 1999-2000 ITAC provided scholarships to 141 graduating high school students.
- Supporting the second year of approval and funding of Career Technical Centres (CTC) for secondary school students in various communities across the province. This increases from three to eight the number of CTCs in 2000-01.
- Continuing an active role on the Canadian Council of Directors of Apprenticeship, with ITAC hosting a number of inter-provincial examination bank workshops.
- Approval by the ITAC Board of several new bylaws and policies, including amendments to existing training programs, re-designation of previously inactive trades and fee increases for Certificate of Qualification examinations.
- Undertaking an initiative to clarify ITAC's program policies and help meet the commission's strategic goals.
- Discovery to Apprenticeship was a 13-week pre-apprenticeship training model, including employability skills and hands-on exploration of up to 50 apprenticeable trades, with a link to further training, apprenticeship or employment when completed. The program served 40 multi-barriered youth, aged 19 – 24. This was a joint project with Youth Internship Canada and training was provided by UFCW Local 2000.

FINANCE AND ADMINISTRATION

Board directs bulk of funding to training programs

Throughout fiscal 1999-2000, the ITAC Board's Standing Committee on Finance and Administration made recommendations to the board on budget adjustments, as it monitored expenditures of more than $70 million to advance work-based training in British Columbia.

Of that total, only 11.4 per cent went toward administrative expenses, which include counselling and client services delivered locally from 18 offices across the province.

The table below outlines major areas of expenditure, with more details appearing in the audited statements appended hereto.

1999-2000 PROGRAM AND ADMINISTRATIVE EXPENDITURES (000's)

Entry Level Trades Training (post-secondary institutions)	$42,802
Apprenticeship Technical Training	17,129
Industry Training Expansion	584
Program Development and Curriculum	296
Secondary School Apprenticeship	71
Under-Represented Group Initiatives	348
Skills Upgrading	445
Awareness and Marketing	390
Trade Advisory Committees	127
Program Expenditures	62,192
Administration	8,018
TOTAL ITAC EXPENDITURES	70,210

ORGANIZATIONAL DEVELOPMENT

During the past year, ITAC's Board and staff addressed a number of administrative issues affecting the entire organization. Among these were:

- Orientation of new Board members, review and approval of terms of reference for all standing committees and publication of all Board decisions and bylaws on the ITAC website.
- With input from all ITAC staff, conducted an extensive review of the ITAC website, intended to make it more user-friendly and youth-oriented.
- Conducted a "meeting effectiveness" workshop for all chairs and vice-chairs of over 60 Trade Advisory Committees and held the inaugural meeting of the Chairs Advisory Committee.

- Investing in staff training and professional development with a significant increase in the staff training budget planned for 2000-01.

- Upgrading computerized tools, including personal computers, email and client database systems, with associated staff training, to improve productivity and internal and external communication.

- An all staff planning session to secure input on and commitment for ITAC's business plan.

ITAC staff members who made it all happen in 1999/2000

Along with groups and individuals in business, labour, education and government, the ITAC Board of Directors congratulates these staff members who contributed so much to last year's achievement and accomplishments. None of this made would have been possible without their dedication.

Industry Training and Apprenticeship Commission Staff, 1999/2000

Rose Ackerman
Jim Armstrong
Peter Armstrong
Bob Barten
Ken Bauder
Debbie Beauregard
Dan Bialobzyski
Greg Biggs
Ray Brochu
Ellen Brodie
Cindy Brumfield
Mike Brunn
Shirley Caldwell
Dave Chiz
Garry Colburn
Dave Coleman
Jim Cowan
Pat Dandeneau
Ed Devlin
Pat Dewhirst
Shirley Dickie
John Dodd
George Douglas
Linda Easy
Jim Edgar
Keith Edwards
Mary Edwards
Gordon Elliot
Diana Elliott
Carolyn Emmons
Helmut Ernst
Gerry Lengert
Cathy Lightfoot
Rick Linton
Rolf Lippold
Liane Lubarski
Eva Lum
Neil Marshall
Gerald Martin
Sherry McCarnan
Craig McConnell
Eric McKean
Bill McRoberts
Shawn Mendes
Lawrence Millar
Laurena Naylor
Olaf Neilsen
Ruth Neilsen
Sue Northcott
Kim Oberg
Stan Olesiejuk
Pat Olson
Anna Pannekoek
Roger Parke
Kate Pelletier
Delphine Penner
Donna Penner
Swarn Phagurra
Edith Pirtyak
Nina Poznekoff
Jamie Premack
Kim Proulx

Muriel Farrell
Donna Fleming
Carl Foley
DeLaine Foxley
Gord Frazer
Shirley Fredrickson
Donna Friedlander
Antonietta Furlan
Barbara Gagnon
Paul Gambling
Frank Gavaghan
Nazlin Gilani
Alastair Gordon
Anita Goudie
Robert Grace
Kim Grudgfield
Steven Guthrie
Wendy Hamod
Norma Hastewell
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Audrie Henry
Ian Hodgetts
Norm Humphrey
Irene Hutton
Serena Innes
Karen James
Phillis Jeffery
Greg Jiyobu
Monica Johnson
Lisa Jorgensen
Sharon Jorgensen
Kerry Jothen
Ken Kelly
Heather Kennedy
Lesley Lamont
Lynn Ranger
Brian Robertson
Roxanne Robertson
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Jan Schittecatte
Olivier Schittecatte
Rory Shak
Dianne Shewchuk
Don Smith
Malcolm Smith
Ray Smith
Darryl Soper
Lloyd Stadler
Deborah Stewart
Julie Sukornyk
Basi Surinder
Donald Thorsen
Elaine Ullrich
Donna Vernon
Betty Vickers
Bill Wallace
Carol Wanless
Gary Wanless
Rick Warner
Noreen Warrington
Bev Ward
Helen Wedgwood
Coral Welwood
Jan Went
Jan Wiebe
Gail Wilson
Bob Wishlow
Linda Yates
Petra Young
Ran Yu